

Cutback Management vs. Optimization

at a Call Center



What a “Cutback” Manager Asks

How we can we reduce costs?



What an Optimizer Asks

What are we trying to accomplish?
Can it be optimized? And, how should that be measured?



What Employees Hear and See

- How can we cut or outsource jobs?
- How can we work people harder?
- Tough times require tough decisions.
- We want to survive.



What Employees Hear and See

- How can we be the best?
- How can we use everyone more effectively to be better, faster, more cost-effective?
- It's easier to get through tough times when you're the best.
- We want to be #1.



What Customers Hear and See

- Service from the cheapest staff that can be hired.
- Routing through voice-mail hell.
- Interaction with tier-one reps glued to a script.
- The old heave-ho (e.g., “Why don’t try rebooting your computer, then call me back.”)
- Killer cycles of being put on hold, calling back, having to repeat their story.



What Customers Hear and See

- The best way of handling customer calls.
- A system that avoids wasting customers’ time.
- Highly qualified people answering each call.
- Well-trained personnel skilled at root-cause analysis and choosing the right corrective action.
- Being quickly reconnected to the same rep or to another who has their records.